Leadership Competency Model

Fostering a Team Environment

- *Communication (Core Competency)* **–** The ability to listen to others and communicate in an effective manner. The ability to communicate ideas, thoughts, and facts in writing. The ability/skill to use correct grammar, correct spelling, sentence and document structure, accepted document formatting, and special literary techniques to communicate a message in writing.
- *Conflict Management (Manager/Supervisor Competency)* **–** The ability to prevent, manage, and/or resolve conflict.
- *Interpersonal Skills (Core Competency)* – The ability to get along and interact positively with coworkers. The degree and style of understanding and relating to others.
- *Team Leadership (Core Competency)* – The ability to effectively manage and guide group efforts. This includes providing the appropriate level of feedback concerning group progress.

Creating Organizational Transformation

- *Change Leadership (Core Competency)* - The ability to manage, lead, and enable the process of change and transition while helping others to deal with their effects.
- *Flexibility (Executive Competency)* – The ability to adapt to and work with a variety of situations, individuals and groups. The ability to be open to different and new ways of doing things. The willingness to modify one's preferred way of doing things.
- *Global Perspective (Executive Competency)* – The ability to recognize and address issues that are outside of the local perspective. The ability to view issues without any pre-set biases or limitations. The ability to see the "big" picture.
- *Organizational Awareness (Executive Competency)* – The ability to understand the workings, structure, and culture of the organization as well as the political, social, and economic issues affecting the organization.
- *Vision and Strategic Thinking (Core Competency)* – The ability to support, promote, and ensure alignment with the organization's vision and values. The ability to understand how an organization must change in light of internal and external trends and influences.

Maximizing Performance Results

- *Analytical Thinking (Core Competency)* – The ability to approach a problem by using a logical, systematic, sequential approach.
- *Customer Focus (Manager/Supervisor Competency)* – The ability to identify and respond to current and future customer's needs. The ability to provide excellent service to internal and external customers.
- *Decision Making (Core Competency)* – The ability to make decisions and solve problems involving varied levels of complexity, ambiguity, and risk.

- *Forward Thinking (Executive Competency)* – The ability to anticipate the implications and consequences of situations and take appropriate action to be prepared for possible contingencies.
- *Planning and Organizing (Manager/Supervisor Competency)* - The ability to define tasks and milestones to achieve objectives, while ensuring the optimal use of resources to meet those objectives.
- *Results Orientation (Executive Competency)* – The ability to focus personal efforts on achieving results consistent with the organization's objectives.
- *Thoroughness (Manager/Supervisor Competency)* – The ability to ensure that one's own and other's work and information are complete and accurate. The ability to carefully prepare for meetings and presentations. The ability to follow up with others to ensure that agreements and commitments have been fulfilled.

Promoting a High Performance Culture

- *Developing Others (Manager/Supervisor Competency)* – The ability and willingness to delegate responsibility, work with others, and coach them to develop their capabilities.

- *Fostering Diversity (Core Competency)* – The ability to promote equal and fair treatment and opportunity for all. The ability to effectively promote equal opportunity in employment and maintain a work environment that is free of discrimination and harassment. The ability to demonstrate the knowledge of a supervisor's responsibility for promoting equal opportunity in hiring and employee development and promotion.

- *Workforce Management (Core Competency)* – The ability to effectively recruit, select, develop, and retain competent staff; includes making appropriate assignments and managing staff performance.

Building Trust and Accountability

- *Ethics and Integrity (Core Competency)* – The degree of trustworthiness and ethical behavior of an individual with consideration for the knowledge one has of the impact and consequences when making a decision or taking action.

- *Personal Credibility (Core Competency)* – Demonstrating concern that one be perceived as responsible, reliable and trustworthy.

Building Coalitions

- *Influencing Others (Executive Competency)* – The ability to gain others' support for ideas, proposals, projects, and solutions.

- *Relationship Building (Executive Competency)* – The ability to develop, maintain, and strengthen relationships with others inside or outside of the organization who can provide information, assistance, and support.